

International Project Management

Module Code	6PJMN001W
Module Level	6
Length	Session One, Three Weeks
Site	Central London
Host Course	London International Summer School
Pre-Requisite	None
Assessment	75% Case Study, 25% Country Assessment

Summary of module content

The module focuses on the issues surrounding the management of international projects. This is achieved by providing a fundamental understanding of project management and how projects are managed in an international context.

Learning outcomes

By the end of the module the successful student will be able to:

1. Critique theoretical frameworks and apply to practice in an international context.
2. Evaluate country risk and its impact on project selection and management
3. Critically evaluate organisational cultures that encourage creativity, innovation and risk acceptance in the context of the management of international projects
4. Evaluate options within a range of situations in conditions of limited knowledge or uncertainty.
5. Critically evaluate the risk management strategies that project managers adopt to help organisations succeed in an uncertain or turbulent environment in an international context.
6. Critically evaluate from a cross-cultural perspective the commercial and behavioural issues influencing the management of international projects.

Course outcomes the module contributes to

L6.5 Engage in debate in a sophisticated, professional manner in English using communication and cultural understanding to influence and convince others (KTS)

L6.6 Work effectively as a member of an international team, negotiating in a professional manner, managing conflict, and mentoring group members (KTS)

Indicative syllabus content

- Introduction to International Project Management
- Evaluating country risk and its impact on project selection and management
- Managing Time, Cost, Scope, Quality, Benefits and Risk in international projects
- Leadership of international projects
- Managing, communicating and controlling international projects

- Recruitment and staffing of international projects
- The wider context of stakeholder analysis in international projects
- Cross cultural teamwork and leadership issues

Teaching and learning methods

Teaching methods will include formal lectures, as well as discussions, seminars and the use of case studies. The students will also develop the student's practical project management skills through a series of in-class and out-of-class tasks.

Activity type	Category	Student learning and teaching hours*
Lecture	Scheduled	12
Seminar	Scheduled	24
Simulation	Scheduled	12
Total scheduled contact/activity hours		48
Structured independent study	Independent	40
Module and course-based general study	Independent	44
Working on and taking assessments	Independent	68
Total independent study hours		152
Total student learning and teaching hours		200

*the hours per activity type are indicative and subject to change.

Assessment rationale

The assessment has been developed to assess the learning outcomes of the module, to provide students with a chance to develop a rigorous and carefully developed piece of work and to gain a first-hand understanding of the issues involved in organizing, planning and controlling a project within an international context. The seminar activity will involve a range of exercise that will provide formative learning opportunities. The project management simulation will also provide a formative learning opportunity about how to manage projects and understand how projects in an international context differ from traditional national projects.

The Country Assessment (25%) allows students to discuss and evaluate particular aspects of international project management, based on a realistic case study applied within the country.

The Case Study Report (75%) is a 3000 word report on a research topic in international project management and its effect in a practical environment using a specified case study.

The assessment for this module has been designed in the full expectation that formative assessment is completed, as directed, by the module leader; failure to do so is likely to impact on the student's ability to pass the module.

Assessment criteria

In order for a student to pass this module the student must demonstrate that they have a sound understanding of the application of academic theories and concepts relating to project management and of the management methodologies that could be

employed to manage a project in a single overseas location or a multinational project in various locations in a modern business environment. In order for a student to gain a high mark (first class) the student needs to demonstrate a deep level of understanding of the material covered within the module and show that they have the ability to apply the knowledge gained within a multi-disciplinary, multi-cultural project environment.

For the Country Assessment, marks will be awarded for the: quality of critical insights; application of academic theories & concepts; structure, clarity and presentation of the argument.

For the Case Study Report, marks will be awarded according to the quality of the: use of secondary research sources; analysis; strategic options identified; final recommendations; and the overall professional report structure.

Assessment methods and weightings

Assessment name	Weighting %	Qualifying mark %	Qualifying set	LOs	Assessment type
Country Assessment	25	30	n/a	1,2,4,6	Report (1,000 words)
Case Study	75	30	n/a	1,3,4,5,6	Report (3,000 words)

Synoptic assessment

This module does not contribute formally to the assessment of learning outcomes of other level 6 core modules; however it facilitates integration of the students' learning at this level.

Sources

Essential Reading List

Cleland, David I. & Gareis R. (2006) *Global Project Management Handbook: Planning, Organizing and Controlling International Projects*. (2nd ed.) New York: McGraw-Hill.

Koster, K. (2010) *International Project Management*. London: SAGE Publications. [Available Online]

Further Reading:

Larson, Erik W. & Gray, Clifford F. (2014) *Project Management: The Managerial Process*. (5th ed.) New York, U.S.: International Edition McGraw-Hill.

Websites:

Hofstede's webpage: www.geerhofstede.com

Periodicals:

International Journal of Project Management (Journal of the European International Project Management Association).

Project Management Journal (Journal of the Project Management Institute PMI).

